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Dissemination 2-2  
Project "USEFUL"

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PROBLEMS OF MOBILIZATION & REDEPLOYMENT OF PERSONNEL  
FOR CIA NATIONAL AND THEATER HEADQUARTERS AND SUPPORTING FACILITIES  
IN TIME OF WAR:

THE EVACUATION PROBLEM AND ITS RELATIONSHIP TO THE REDEPLOYMENT PROBLEM

I Opening Introductory Statement

Approximately two months ago I presented <sup>similar</sup> a discussion ~~in this same room~~ to a group of Agency war plans students on this same general subject of "Personnel Mobilization Planning". During the early part of my discussion I made the innocent summary statement to the effect that personnel planning involves "bulk personnel planning as well as detailed, individual planning". One of the alert students in the back row raised his hand and with considered and serious concern expressed the view that "I never have agreed with Personnel Office people that individuals should be treated as mere 'bodies' and 'bulk' statistics." My reply was then, and I would like to restate it here, that "the treatment of a person as a mere body or a statistic constitutes anything but good personnel planning."

Good personnel planning, and I'm sure I speak for the rest of the Office of Personnel, is and must be based on the fundamental fact and understanding that persons or personnel are human beings, each having his or her own likes, dislikes, concerns, worries, family problems, etc. As such, our planning for any individual, including plans for any composite group of individuals, must give credence to these basic human interest factors as much as possible, consistent with operational objectives and missions to be accomplished. To obtain both individual desires and to support fully the demands of mission accomplishments, is seldom possible in the form desired by either the individual or the operator. Accordingly, personnel planners, whether it be for mobilization planning purposes

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or day-to-day operations, find themselves in the "middle". A steel bolt can be sized, shaped and stored away for a rainy day, but people are human beings and cannot be stored in status quo.

This brings me to the point of my basic topic today, which is: Problems of Mobilization & Redeployment of Personnel for CIA National and Theater Headquarters and Supporting Facilities in Time of War. However, before I state or discuss specific problems involved in mobilization and redeployment of CIA personnel, let me first establish the basis for CIA personnel planning, procurement, deployment and resulting support for either cold or hot war missions and objectives. Fundamentally, all phases of CIA personnel support and support planning are, like that of the Armed Forces, based primarily on accepted or planned operational missions and objectives, many of which are the same or similar to those of the Armed Forces. However, the personnel problems of CIA are in many respects quite different. In fact, I sometimes think we have all the problems they have and the added problems created by their problems. I'm sure I would have a difficult time justifying this statement fully and satisfactorily to DOD personnel planners; however, let me attempt to clarify this somewhat by discussing with you our military reserve components' program.

(End of formal statement. Rest of presentation to be based on discussion from following outline.)

## II. Armed Forces Reserve Component Programs

- A. Discussion of the Armed Forces Reserve Act of 1952 which established the Ready Reserve, Standby Reserve and Retired Reserve categories. Also, the designation of active vs inactive reserve status.

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- B. Discussion of problems and inequities resulting from non-uniform implementation of the Act of 1952 by the three basic Services:

	<u>Army</u>	<u>Navy</u>	<u>Air Force</u>
(1) Annual active duty for training with pay	Yes	No	No
(2) Annual active duty for training without pay	No (policy)	Yes	No (JAG option)
(3) Uniform allowance	Yes	No (No funds)	Yes
(4) Retirement and retention points for attendance at regular meetings	Yes	Yes	Yes
(5) Retirement and retention points for authorized instruction	Yes	No	Yes
(6) Authorized more than one retirement and retention point per week	Yes	No	Yes
(7) Inactive duty training pay for attendance at CIA training activity meetings	Yes	No	No
(8) Promotion based on position vacancy	No	No	Yes

- C. Steps being taken by CIA to appeal to DOD for more uniform policies through the establishment of a true composite CIA training group for all CIA active reservists.

*new legislation may ease problem (excluding Task Force) A(1)*

- D. Existing agreements with the Army, Navy, and Air Force as to the retention of CIA active reservists for duty with CIA upon mobilization.

- E. Problem of senior officials of the Agency holding junior military reserve rank which, upon mobilization, create serious command and protocol problems.

*Problems may be pinpointed best by looking at the source & types of people.*

### III. Sources of Military Manpower Requirements for CIA National and Theater

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Headquarters and Supporting Facilities in Time of War.

- A. Recall to active duty of CIA active reservists.
- B. Call of qualified CIA inactive and retired reservists to military duty - voluntary under Presidential proclamation, involuntary if Declaration of War and if qualified.
- military* C. Induction of CIA veterans and non-veterans into military service through Selective Service System.
- D. Direct appointment to military service of CIA key employees.
- E. Levy on the DOD (Army, Navy, Air Force) for military requirements to supplement sources referred to in III A, B, C and D above.

IV. Sources of Civilian Manpower Mobilization Requirements to Supplement Current CIA Civilian Personnel.

- A. Deferment of draft eligible CIA employees.
- B. Normal CIA procurement channels (recruitment).
- C. Civilian manpower reserve pool (planning stage).
  - (1) Re-employable alumni
  - (2) Security-cleared applicants
  - (3) Consultants and former consultants
  - (4) Earmarking of key scarce category personnel via ODM.

*discussion*

(Discussion of problems involved in establishing a civilian manpower reserve pool, including security clearance, training, ever-changing employment status, ever-changing status in levels of responsibility, attrition factor voluntary or involuntary, etc.)

V. CIA Personnel Distribution & Redeployment in Time of War

- A. Initial allocation of personnel for CIA National Headquarters, Theater

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Headquarters, and supporting facilities based on predetermined plans.

- B. Planned evacuation and redeployment of CIA personnel.
- C. Unplanned (emergency) evacuation and redeployments of CIA personnel (problems).
- D. Replacement stream to compensate for normal attrition, battle casualties, non-battle casualties, exploiting opportunities of special creation, etc.

VI. Question and Answer Period

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(1) "Any plan must include equity to the individual. While it must be realized that no plan can achieve complete equity among individuals, any plan that is to receive public acceptance must require service by all, and at the same time, allow the individual the widest possible latitude in selecting the manner in which he may discharge his military obligation".

② Broad Types of Operations

A. CIA/CS military support operations

1. (UW) Unconventional war.

2. (E/CE) Espionage + related counterespionage

B. Exceptional operations (DCI intent only)

UW + E/CE in non-theater areas.

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